



SUCCESSION PLANNING

Succession Planning Defined

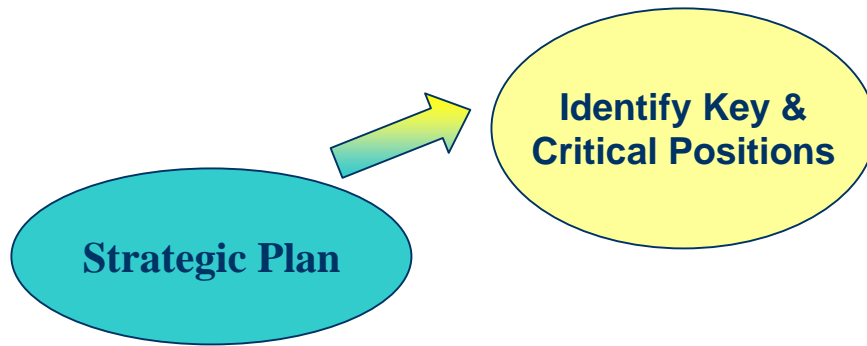
A systematic effort and process of identifying and developing candidates for key leadership and professional positions over time to ensure the continuity of leadership in an organization.

Strategic Plan

**Succession
Planning**

Strategic Plan

- Department's Leadership Team
- Partnership with Human Resources (HR)
- Identify departmental goals & objectives



**Succession
Planning**

Key & Critical Positions

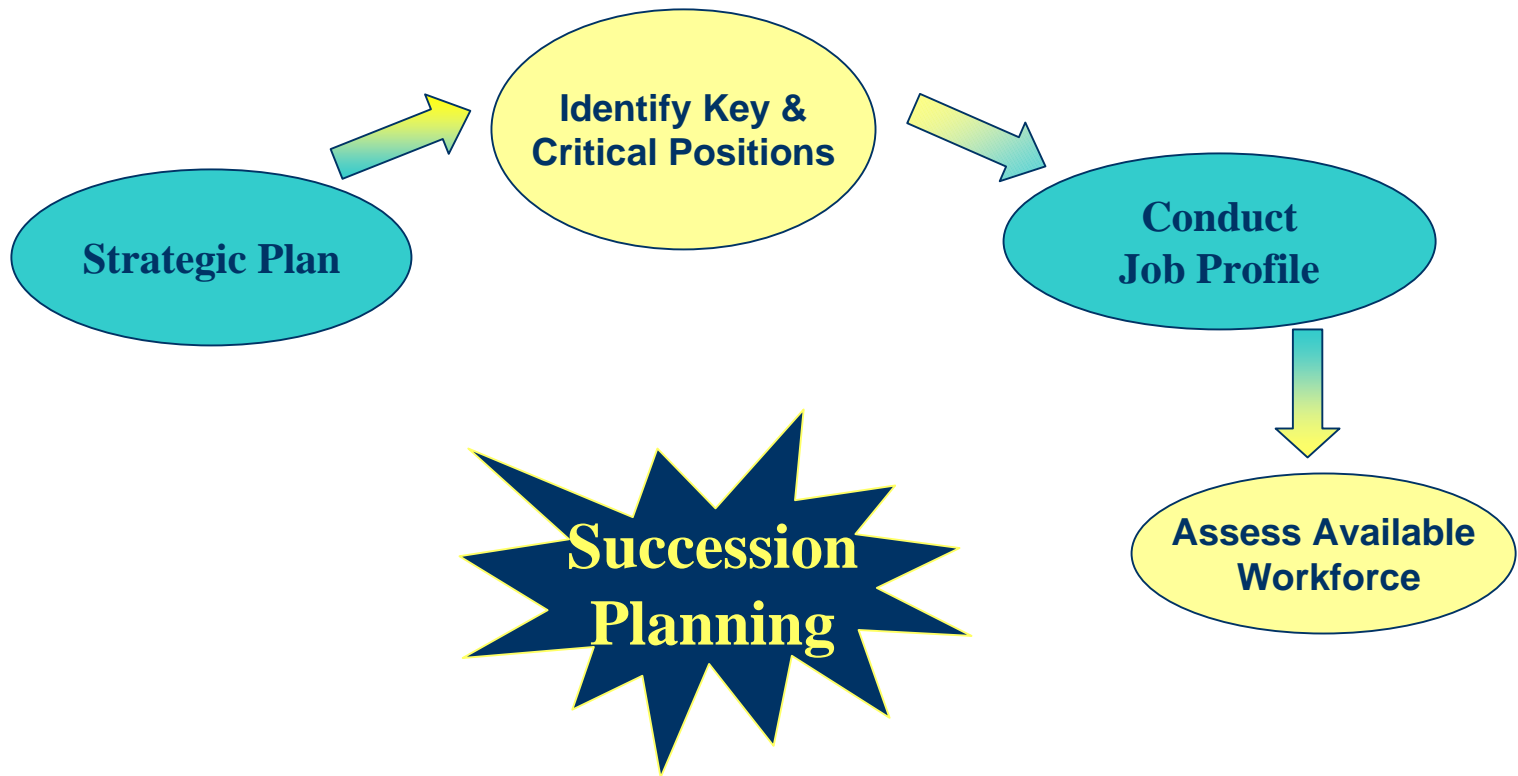
- Identify key positions to implementing the strategic plan
 - Positions key in reaching goals & objectives
- Determine criticality of positions
 - Vacant
 - Incumbent retiring soon
 - Only one person has the knowledge



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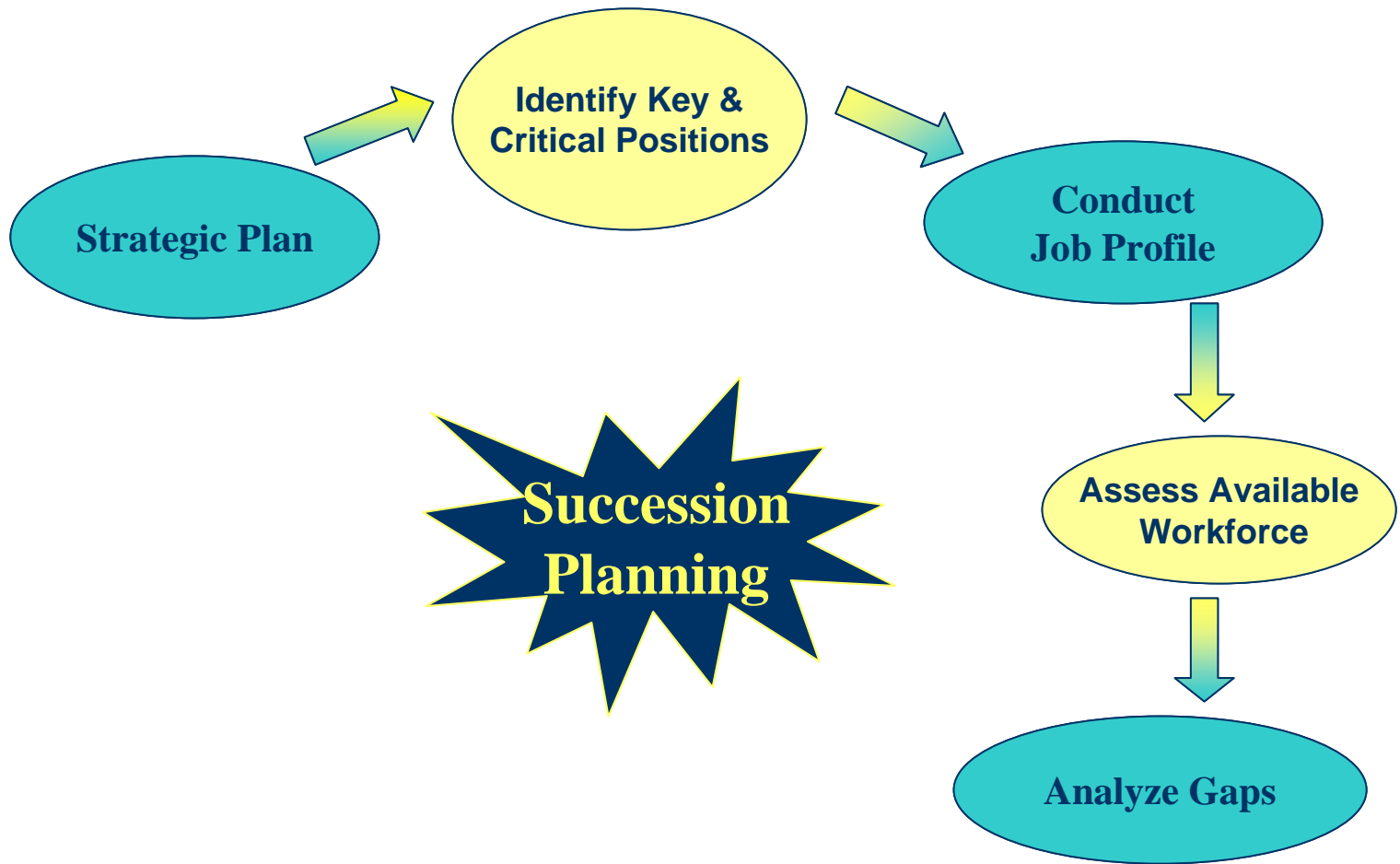
Job Profile

- Conduct a job profile on the key/critical position
- Identify important competencies on functioning of the position
- Multiple uses
 - Selection, exam construction, PDQ, employee development, individual objectives



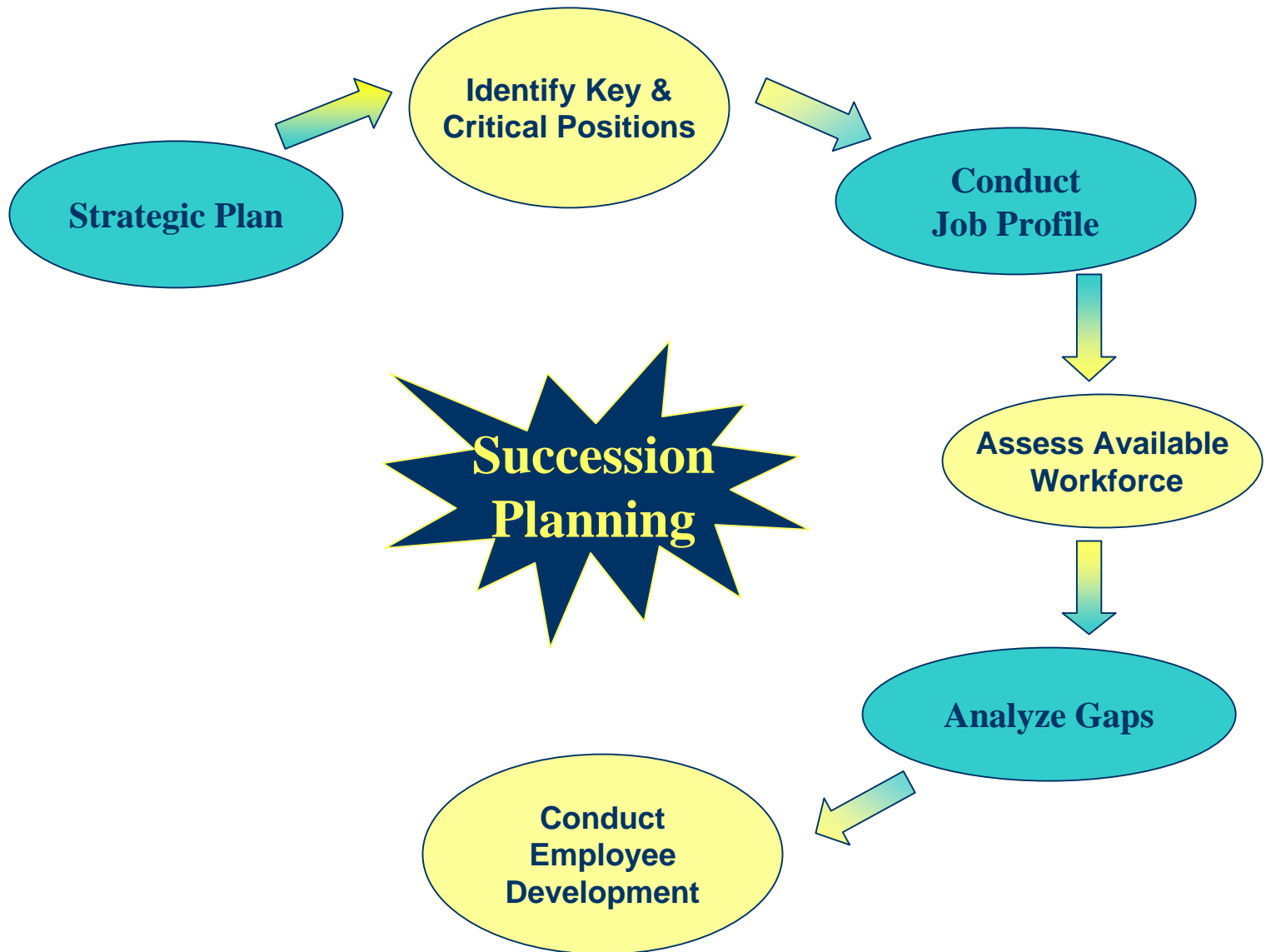
Assess Available Workforce

- Assess competencies of current, available workforce
 - Internal and external, if possible
- Tools
 - Assessment centers, 360-degree feedback, peer review, leadership styles, etc
 - Tailored to the key position



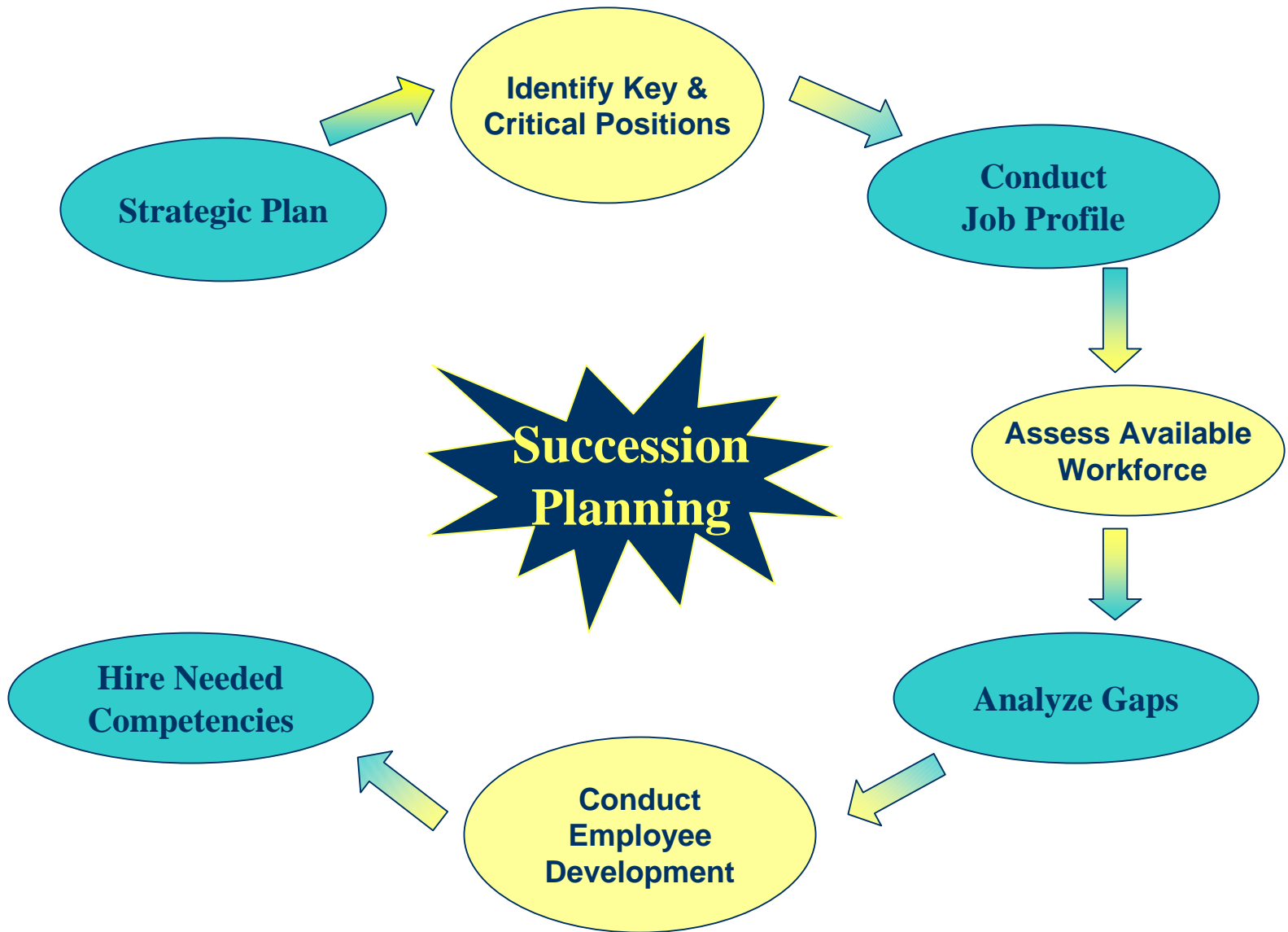
Analyze Gaps

- Compare the needed competencies of the key position with competencies in the available workforce
- Deficiencies between two sets of competencies create gaps
- Gaps are developmental opportunities



Employee Development

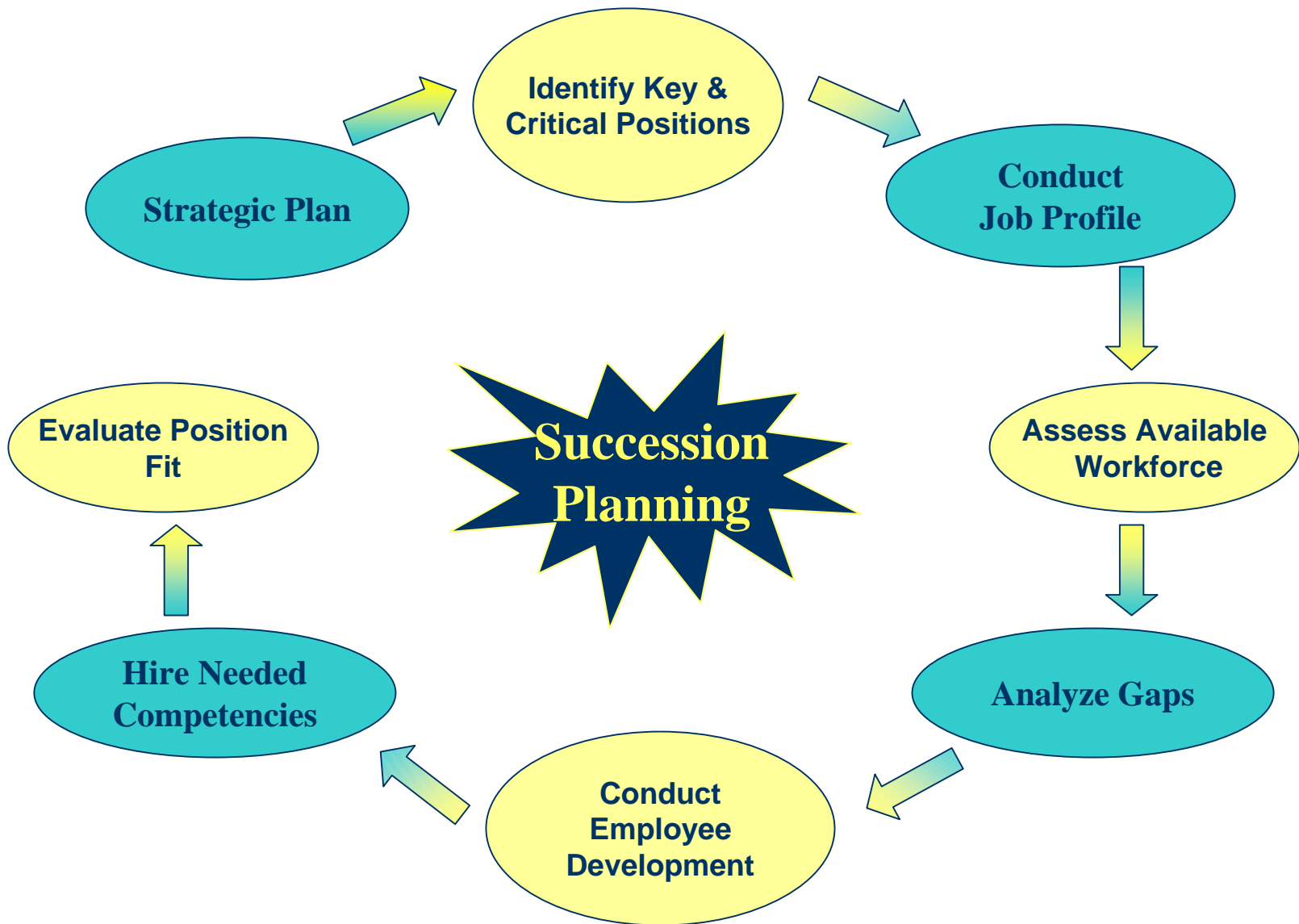
- An employee interested in filling the key position creates an individual employee development plan
 - Created from assessment and gap analysis
 - Constructed by the employee and supervisor
 - Targets competency areas where development is incomplete



Hire Needed Competencies

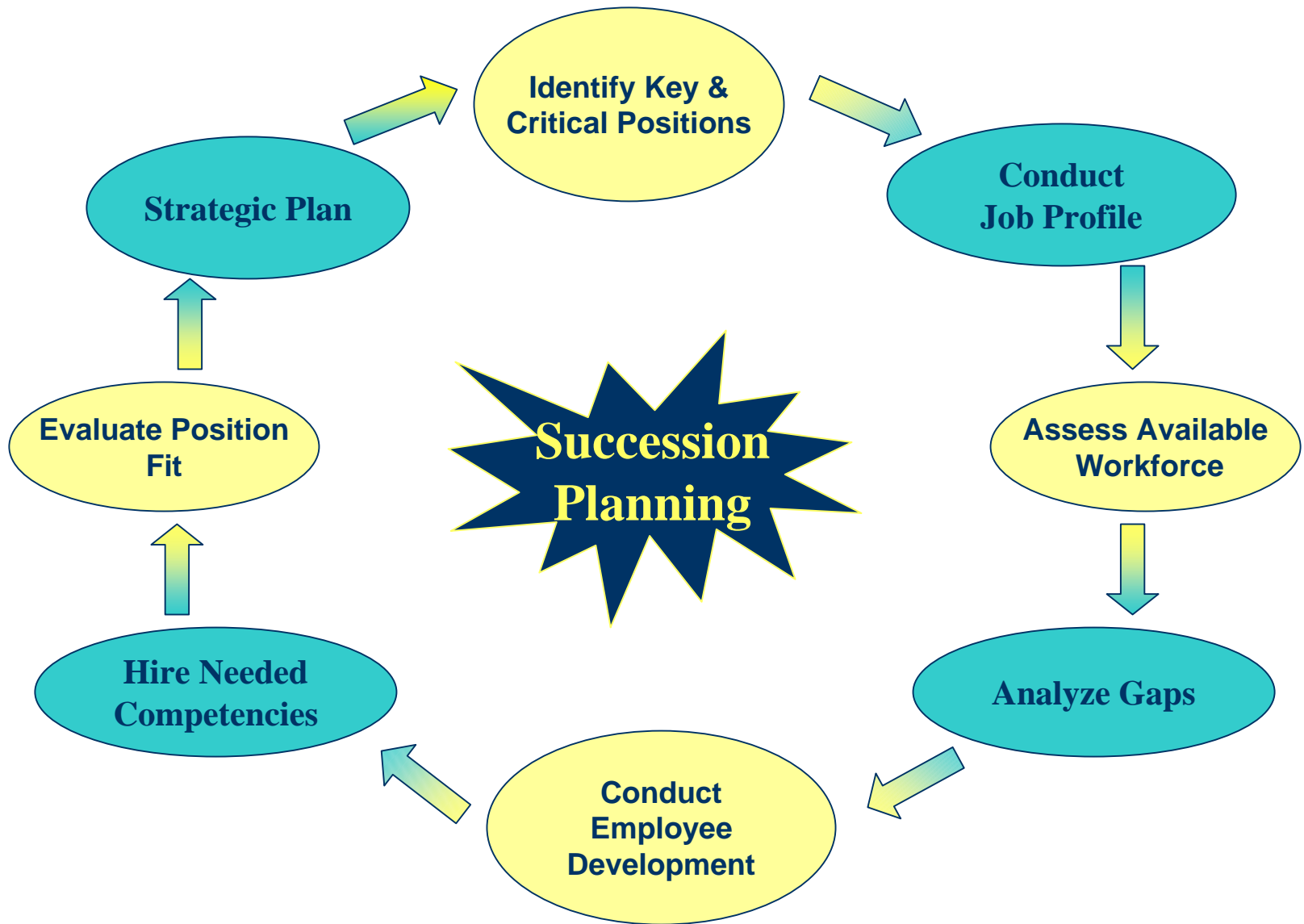
When the key position becomes vacant,

- Write the PDQ with profile competencies,
- Include profile competencies in job announcement,
- Test for profile competencies, and
- Hire personnel with best rating on profile competencies.



Evaluate

- Write position objectives based on profile competencies
- Evaluate performance in the position on the profile competencies
- Evaluate effectiveness of the position in reaching goals & objectives of the strategic plan



Adjust

- Was the position effective in helping reach goals & objectives of the strategic plan
- Adjust the position, if necessary
- Adjust the strategic plan, goals, & objectives, if necessary

Reference Links

- **CPS Human Services** – cps.ca.gov
- **Iowa** – http://das.hre.iowa.gov/wp_home.html
- **Georgia** – gms.state.ga.us
- **New York** – cs.state.ny.us
- **National Association of State Personnel Executives (NASPE)** -Naspe.net
- **Office of Personnel Management (OPM)** opm.gov
- **Pennsylvania** – hrm.state.pa.us
- **Washington** – dop.wa.gov

